PI ROADSHOW

Moving to a Program Focus

One Book Policy Changes for Program Integration

Briefing Outline

- Purpose
- Background Issues
- Overview of One Book Changes
- Program Outcome Orientation
- Program Status (Quad) Chart
- Program Plan (Clarification)
- PI Monthly Reports
- PI EVMS Training Update
- Things to Come - PI Focus
- Summary
- Q & A

Purpose

- To ensure that Program Integrators are aware of the important changes effecting Program Integration. These include the Program Status (Quad) Chart and the Program Integration Desk Reference.

Expanding Our Focus

- **Program Focus vice Contract Focus**

- **We must expand our focus further into the World of the Program Manager if we expect to:**
  - **Provide World Class Service to the PM's**
  - **Be a Full Partner on the Systems Acquisition Team**
  - **Develop the talent and skills sought after by the Buying Commands**

Background Issues

CAO Program Integration Issues:

- Variation in approach to program support - e.g. PI's & SPI
- PI reports vary in content & quality
- Backlog in completing required training

HQ &D District Program Visibility:

- Methodology for identifying issues and influencing program success

One Book Policy Changes

CHANGE	ISSUE	TOOLS
PROGRAM OUTCOME ORIENTATION	MOA'S & SURVEILLANCE PLANS NEED TO SUPPORT THE PM	PROGRAM INTEGRATOR DESK REFERENCE – 'INFLUENCING PROGRAM OUTCOMES'
PROGRAM STATUS (QUAD) CHART	METHODOLOGY FOR THE COMMAND TO IDENTIFY PROGRAM ISSUES	ONE BOOK INSTRUCTIONS
PROGRAM PLAN (CLARIFICATION)	CONFUSION OVER CONTENT AND PURPOSE OF PROGRAM PLAN	ONE BOOK CHECKLIST
PI TRAINING	PI'S TAKE PM COURSES DEVELOPING NEW COURSE	ONE BOOK TRAINING MATRIX

PI Desk Reference

- PI Desk Reference - “Influencing Program -Outcomes”

- Cements closer working relations with PM & better link to the warfighter
- Basis for MOA, SPI Delegations & key to surveillance planning
- Reinforces PI Leadership of Program Support Team

PI Desk Reference

Purpose

The purpose of the Program Integrator Desk Reference is to provide Program Integrators with a conceptual framework for linking together the efforts of the Program Support Team with the specific program outcomes desired by the Program Manager. A program outcome can be traced back to specific contractor processes and discrete process results. Understanding the desired outcomes up front will permit the Program Support Team to focus on those processes that drive the discrete results and thereby influence in a positive way the achievement

Supporting the PM's Desired Outcomes

ONE BOOK

SUPPLIER RISK MANAGEMENT

- **Outcome Focus in:**
  - MOA
  - Program and Surveillance Plans
  - Process Reviews
  - PST member functions and work priorities
  - SPI Delegations

Desired Outcome Flow

- PM & PI IDENTIFY DESIRED OUTCOMES
- OUTCOMES ARE BASIS FOR MOA
- PI FLOWS OUTCOMES INTO PROGRAM PLAN
- PI / PST INSURE OUTCOMES ARE INCORPORATED INTO SURVEILLANCE PLAN

PM's OUTCOMES

MOA

ONE BOOK

SUPPLIER RISK MANAGEMENT

PROGRAM PLAN

ENG

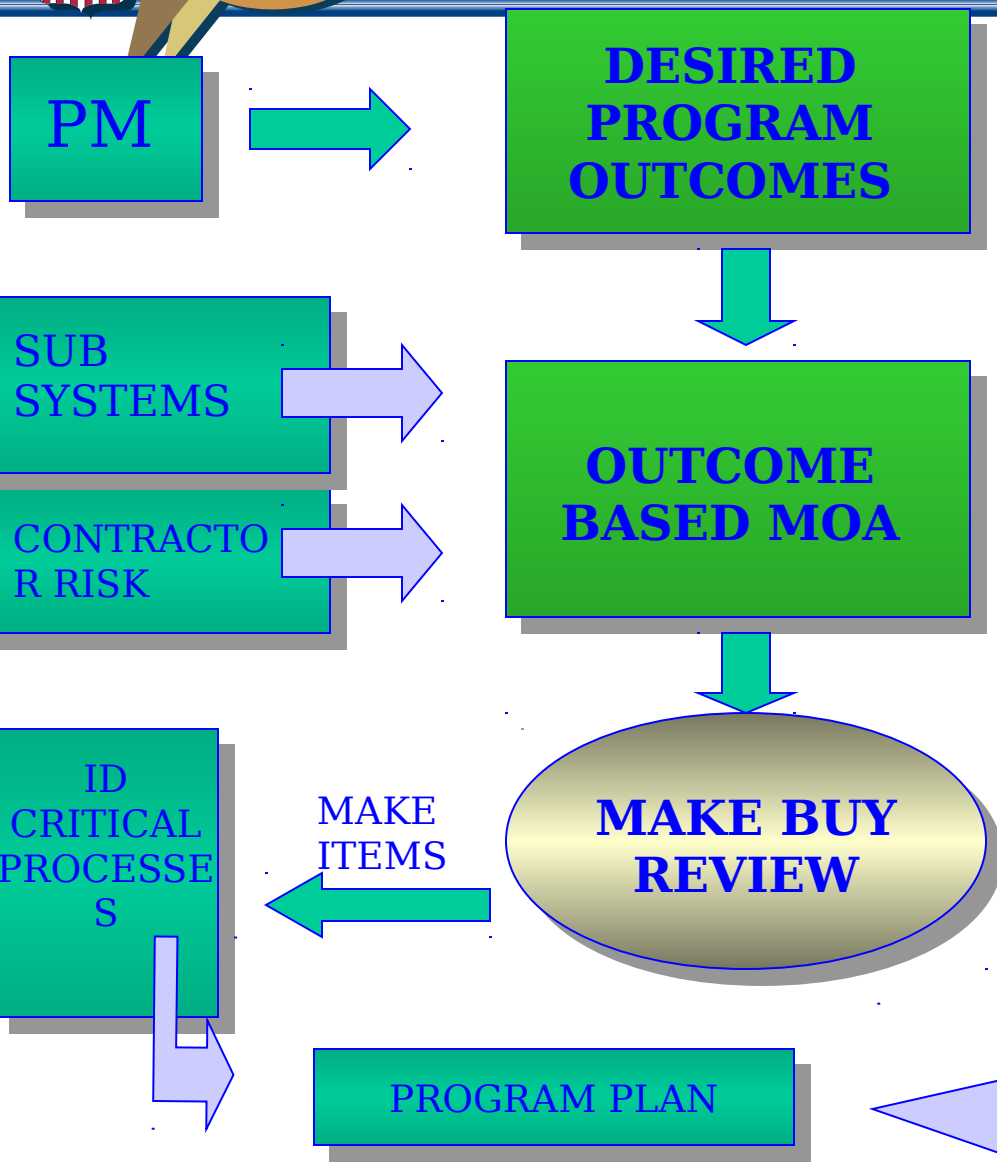
PROD

SUB-A

SURVEILLANCE PLANS

SPI Delegations

Desired Outcome Flow



PM identifies desired outcomes to PI

PI develops outcome based MOA

PST Identifies Critical Path Sub-Systems and Inherent Contractor Risk factors.

PI/PST determine if sub systems are make or buy items.

Make items are identified to Contractor Processes in the Program Plan

Buy Items are identified to a sub contractor in the Program Plan

Desired Outcome Flow - SPI

MAKE ITEMS

Contractor Processes that support desired outcomes

PROGRAM PLAN

Contractor processes that support desired outcome	Listing of Sub-Contractors and DCMC CAO's that have cognizance.

BUY ITEMS

Sub-Contractors building buy items that support desired outcomes

EVMS

PROD

S/W

ENG

QA

Critical Contractor Processes flow into Functional Surveillance Plans

CAO's at Sub Contractors building critical sub systems receive a delegation from PI/PST members

Delegation will identify the level of support

SUB A - S/W

SUB B - QA ONLY

SUB C - FULL

Desired Outcome Flow - SPI

Delegation

Defines the level of surveillance, reporting frequency

Delegation Reviewed

Support CAO contacts Prime CAO to negotiate options such as altering delegation, business case etc.

Resources not available

Supporting PI reports back to Prime PI

Resources Available

Functional Surveillance

Multi Functional Surveillance

Surveillance Requirements

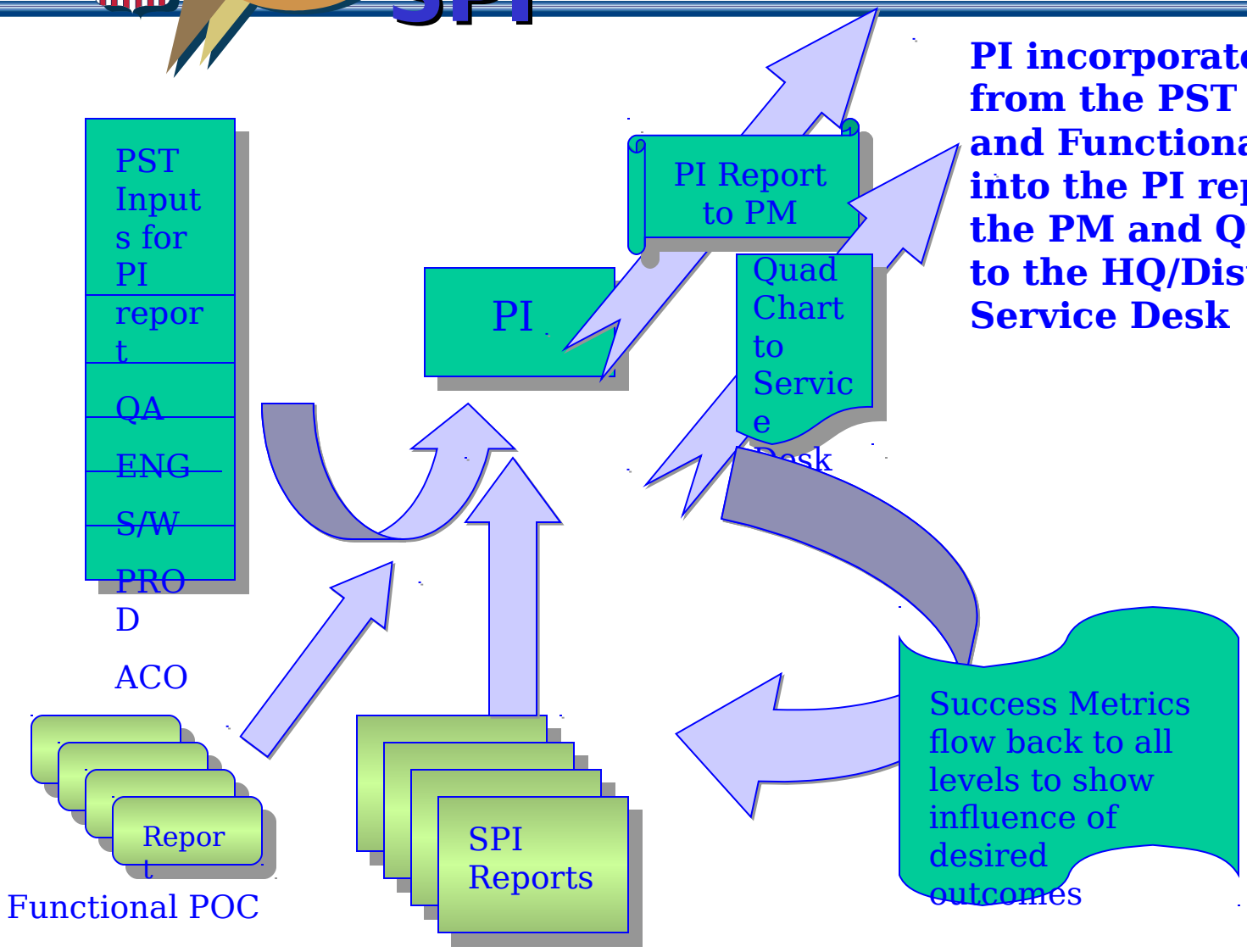
Functional Specialist incorporates req.'s in Facility Plan and starts providing information to Prime PI as per delegation.

SPI and SPST members appointed to support Prime PI

Surveillance and reporting to PI begin as per delegation

Desired Outcome Flow - SPI

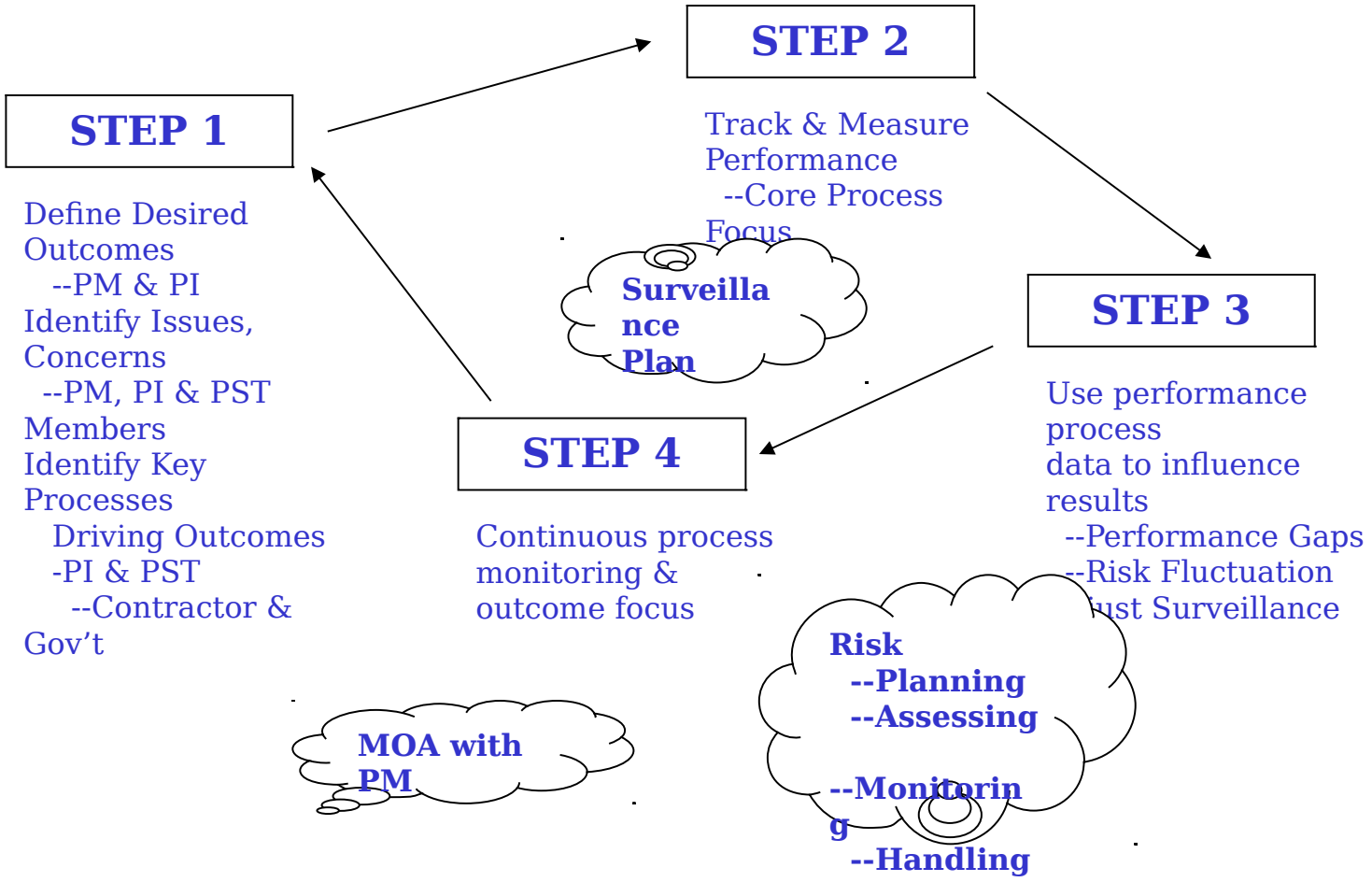
PI incorporates inputs from the PST , SPI's and Functional POC's into the PI report to the PM and Quad Chart to the HQ/District Service Desk



Assessing and Adjusting Program Support

- Some “desired” program outcomes may change based on contractor performance, program and process risks, and changes in the program.
- Adjustments must be reflected in the program and surveillance plans, and may also change the tasks or required level of support in the MOA.
- Customer feedback is also important in keeping your PST focused on the right outcomes.

The GPRA Model

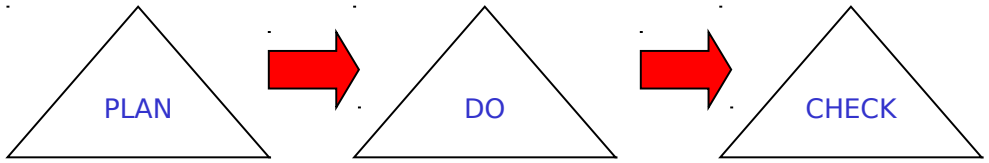


Application of GPRA Model to Program Integration

#1
MOA Defines DCMC Support to PM

#2
Surveillance Plan & Execution

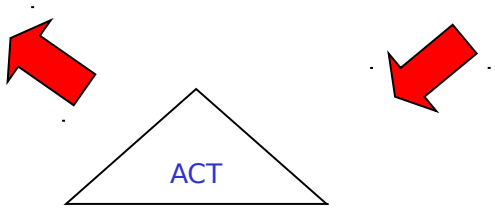
#3
Continuous Process Evaluation



OUTCOME FOCUS
-PM ISSUES & CONCERNS

PROCESS DRIVING RESULTS

FUNCTIONAL SPECIALIST
-ASSESS PROCESS & SURVEILLANCE PLAN



ADJUST SURVEILLANCE PLAN
- DRIVE PROCESS TOWARD OUTCOME

Defining Program Outcomes

- **Outcomes: Described as goals or objectives**
- **Contractor Processes: Drive results**
- **Process Results: Specific, quantifiable outputs**

Shaping the MOA

Desired Outcomes Statement

- A statement that captures the goals and objectives of the program.
- Example: "Extending weapon system useful life while reducing life cycle cost"

Process Results

- Define the specific, measurable results that contribute to the outcomes
- Example: "Improve component reliability"
- "Meet delivery dates within target cost"

Process Results	Contractor Processes	Metrics
Improve component reliability	-Assembly and test -Environmental stress screening - Etc...	-First pass yield -% Retest - Mean Time Between Failures (MTBF)
Meet delivery dates within target cost	-Mfg. Engrg. -Quality Assurance	-Realization rates -# non-conformances 1000 hrs -Out of station hours

Outcome Summary

- Adopting an “outcome” based approach to supporting the PM will help cement a closer and more productive working relationship between the PI and PM.
- The PST’s efforts will be better aligned with the Program Office priorities and described in the MOA and Surveillance Plan.
- The PI’s leadership role is largely one of coordinating the efforts of the PST, pulling together all relevant program data and information.
- Performing analyses and communicating with the PM.

MOA Negotiation Checklist

- PM's desired outcomes and emphasis areas
  - Performance based
  - Methods and Measurements
- DCMC Pre-Award and Post-Award services available
  - Early CAS
  - FAR 42
  - Service Sets
- Contractor/Subcontractor risk areas and associated contractor processes requiring surveillance such as
  - EVMS
  - Engineering
  - Quality
  - Software
- Key Individuals, including tech rep duties
  - PST Membership
  - Program Office POCs
  - SPI/SPST Members and locations
  - CLR

MOA Negotiation Checklist

- Anticipated DCMC resource requirements
- Communication process frequency and content of reporting requirements
  - Monthly Program Status Report
  - Quad Report
  - Award Fee Input
- Procedures, including funding for CAO personnel to travel in support of the program

Performance Management

- PST should perform regular process metric reviews (include metrics from SPIs) and assess progress in toward achieving the desired outcomes.

- Frequency of the reviews will depend upon the nature and sensitivity of the measure and potential program impact.

Providing Effective Program Support

- Staying engaged with the contractor and the program of is critical to keeping your PST focused on achieving the program outcomes.

- Regular PST meetings should be held to exchange progra information and review contractor progress toward achiev desired outcomes.

- Identify potential problem areas and work with the contra and program office to avoid or reduce adverse program in

- This “predictive” element is of central importance in the from “managing activities” to “managing program outcom

One Book Policy Changes

- **Program Status (QUAD) Chart**
  - **For internal DCMC use**
  - **Helps focus attention on program problems**

Identifying Program Issues & Influencing Program Success

- **Periodic SMR Program Briefings**

  Multiple red/yellow CPARS ratings
  - **Program successes**
  - **Standard briefing format**

Will engage Command on Program level to complement individual metrics briefings!

Identifying Program Issues & Influencing Program Success

- ***Standard Briefing Format:***
  - Program Summary
  - Program Issues
  - Path Forward
  - Program Initiatives
  - DCMC Assessment

Standard Briefing Format

- **Program Summary**
  - **Mission:** State the mission/purpose of the system
  - **Scope:** ACAT Rating and Service
  - **Phase:** Acquisition Phase and when the phase began
  - **Last Milestone:** What was the last program milestone and date
  - **Next Milestone:** What is the next program milestone and date
  - **Cost:** What is the Program Value (If multiple contracts identify)
  - **Schedule:** What is the Program schedule
  - **Performance:** What is the cost and schedule performance

Standard Briefing Format

- **Program Issue:** (**One Slide** if multiple issues one per)
  - **Problem -** State the issue in one or two lines.
  - **Root Cause -** Give the underlying cause of the problem.
  - **Action Taken -** Include action taken by the contractor and the Program Office.
  - **Status -** Where does the resolution of the problem stand what future actions need to be taken and by who.
  - **DCMC Involvement -** What has DCMC been doing to help eliminate the problem.

Standard Briefing Format

- **Path Forward:** On this slide identify what still has to be done and by who.
  - Examples:
    - Retrofit fielded product / systems
    - Facility fabrication, modification, improvement
    - Process Changes
    - Technology enhancements
    - New vendors identified
    - Increased DCMC surveillance

Standard Briefing Format

- **Program Initiatives: Identify any initiatives being implemented by contractor or program office to help prevent future occurrences of the problem or similar problems.**
  - **Examples:**
    - **New management tools**
    - **Change in procedures**
    - **Enhanced Metrics**
    - **New Technology**

Standard Briefing Format

- **DCMC Assessment: On this slide provide the DCMC insight on the problem root cause and the corrective actions. The statements should be succinct and predictive.**
  - **Examples:**
    - **Recent redesigns will improved the producibility of the system**
    - **Sub contractor issues have been the primary reason for schedule and performance issues**
    - **The Program is now on tract and will be performing well by January.**

One Book Policy Changes

- **Program Plan (clarification)**
  - **Keyed to "outcomes" and high risk processes**
    - **Reporting Requirements**
    - **Key PMO & CAO personnel**
    - **Outcome focus:**
      - **- - Key KTR processes**
      - **- - Flows into functional surveillance plans**

Developing and Refining the Program Plan

PROGRAM PLAN

- The Program Plan maps how the CAO will implement the terms and conditions of the MOA.
- The Program Plan is the defines how the PST is going to influence the achievement of the “desired” program outcomes.
- It concentrates on those contractor process results and processes that directly and significantly impact outcomes.

KEY ELEMENTS

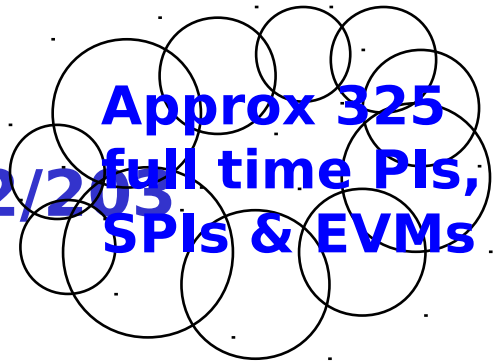
- How the PST will evaluate contractor performance.
- Functional Surveillance plans align program priorities to support the desired results.

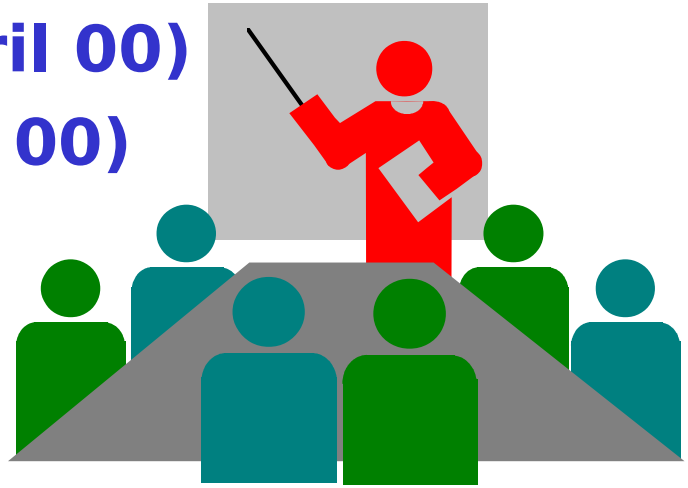
PI Reports

- **Required:**
  - All ACAT I Programs Monthly
  - All ACAT II Programs Quarterly
- **Minimum Distribution:**
  - Program Manager
  - District Service Desk / PI
  - HQ Service Desk
  - Customer Liaison (if assigned)
- **Content:**
  - Per MOA
  - Predictive
  - Outcome Based

PI Training Update

- **Interim EVMS Solution**
  - DSMC tailored 3-day course
    - Key elements from BCF 102/203
    - PI's & EV monitors
    - Pilots in Sept & Oct 99
  - Scheduled:
    - DCMDE - 5 (Nov 99 - April 00)
    - DCMDW - 6 (Jan - March 00)





PI Program Focus

- PI Road Shows: January - February
  - 2 DCMDE
  - 2 DCMDW
- PI Conference - 3rd Quarter FY 2000
- Management Review Program Briefings
  - Standard Briefing Format

Remaining Challenges

- PI Position Descriptions, Series and Grades
- Program Support Team Leadership Training for PIs
- PI Monthly Reports - Content and Quality
- Program Focused Metrics

Summary

- “Outcome” desk reference focuses PI efforts on PM concerns
- One Book changes enhance Program Integrator support to PM
- Program status charts and executive summaries will assist HQ and District service desks focus attention on problem programs
- Training is a big issue - but game plan is in place

The Message

- **Enhanced Program Focus**
- **PI Training**

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Q & A